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. . . a little rebellion, now and then

EASTERN REGION ■ FOREST SERVICE
U. S. DEPARTMENT OF AGRICULTURE

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they come tripping after sunbeams...

The conflict and contradiction of the human spirit constitutes the most inscrutable and important web of inter-relationships with which this nation's fledgling environmental awareness has yet to come to grips. For it is in the depths of mind and soul, in the rubbing of elbows on crowded subways, in the laughter and sorrow which 210 million people experience individually and collectively that the quality of life in this society ultimately depends.

We are not aware, certainly, of all the relationships—nor even all the species—which exist in the natural world; but we lack only the asking of the right questions under the right circumstances before those secrets are unlocked. But the mysteries of the mind, the anguish and the anger that move people in and out of dark corners, so often escapes us in dismal speculation.

During brief moments, inspiration may visit a diligent curiosity: and out of that momentary vision, we construct endless systems to accommodate the homeless and the hungry, the impoverished and the uneducated; we create cities to precise specifications and measure the values inherent in our environment by computer code. But no sooner does the system emerge than the man for whom it was designed disappears.

Yet we continue, somehow persuaded that time alone will produce a workable system. We continue, failing for all our energy and expertise to realize that the system is the individual—changeable, unpredictable, but the system, nonetheless. And to build for anything more or less is, finally, not to build at all.

Only slowly are we learning the real value of alternatives.

Jay H. Chavez

Regional Forester

They say, "Off the Establishment Pigs." And they say, "America: Love It or Leave It." And somewhere in between, there is a whispered, "War Is Unhealthy for Children and Other Living Things."

It is difficult to say when it all began, but they say the revolution is here.

For the 20-State Eastern Region of the U. S. Forest Service, the Great Depression is a significant landmark. For it was then that the National Forest System established its last foothold in the windblown, fire-scarred remnants of wilderness that once stretched from the Mississippi Valley to the Atlantic Seaboard. It is an old story.

By 1930, many of the rolling timbered hills and mountainsides had been stripped of vegetation. The State of Indiana, for example, which was once a world leader in the production of hardwoods, was reduced to importing up to 85 percent of this vital raw material for its forest products industries; much of Michigan's Lower Peninsula had been transformed to lifeless sand blowouts; and in many Missouri forests, there was hardly enough timber on an acre of land to build a respectable set of bookshelves. But there was little need for such luxuries then.

An era had just ended—an era characterized by spectacular extravagance and blindness—and the specter of survival was once again wide across the horizon. The revolution which followed promised nothing. It hoped. So many people were suddenly hungry and frightened, left with little but the tremendous job of rebuilding. What had to be done was reflected in the listlessness of meandering bread lines, in the battalions of unemployed stalking the memories of shattered dreams—and in the land itself, barren, eroding. Indeed, if it could be called revolution at all, it was as much of the body as of the spirit.

Today, the nature of the beast has changed—"Give Earth A Chance." Alongside our recaptured affluence, the revolution has blossomed into a war of bumper stickers; but it is a war, nonetheless. Cities have burned; educational institutions have been reduced to chaos. Beneath the heralded slogans, there is an anger across the face of America, a premonition of ill-boding—and perhaps, occasionally, a fallen tear, unnoticed. It has become a remarkable, heart-stirring campaign of liberation—"Freedom to the People"—but unable, for all its clamor and frenzy, to realize that an old woman two doors away needs a ride to the hospital on Tuesdays and Thursdays.

If, as Thomas Jefferson wrote in 1787, "a little rebellion, now and then, is a good thing," we seem to have lost the way. For the joy is no longer with us; and increasingly, the Great American Dream has a tarnished look much like old brass no longer appropriate in its surroundings.

An illustration:

By the time the lunch bell rang at school, I can still recall, my mouth had a despairingly sour taste for having remained largely closed all morning. My back ached in the service of perfect posture; and, although a dizzying array of facts swam lazily through my head, I was more aware of the contents of an unopened lunch sack than the suffering of Washington's meager army at Valley Forge.

But it didn't matter much. In those days, as long as we absorbed the morning's lessons, we weren't expected to feel anything more than hungry by 11:30. In fact, we weren't expected to feel anything at all. Exhorted daily, as we were, to don our "thinking caps," very little ever happened in those distant classrooms that didn't happen in the head. We were thinkers.

Consequently, we constructed a thinking world—the bizarre extremes of which occur as natural beauty and resources are irresponsibly exploited in the name of consumer production, as computers unjudiciously dislocate families in the shadows of freeway construction or urban renewal, and as teams of technologists spend their time between weekends in the country, hypothesizing deaths per megaton of atomic power.

Cautiously we have instructed each other not to mix emotions with issues, when a closer look would have told us that the emotions were the issue.

And so there came a morning when the old woman did not need a ride to the hospital. Choking unceremoniously and alone, she died—not in the name or spirit of the revolution, certainly, but in its shadow, nonetheless.

By whatever name it carries, there appears to be a common ground—a common fear—to be discovered in this pervasive spirit of turmoil and upheaval. One popular essayist relates despairingly what he has observed as the "corporate state." In this term, he defines a society of systems, of numbers and equations—capable of moon landings and the creation of synthetic life systems, but frightened unto terror of a stranger's passing hello. Or even more tragic, of the undistilled feelings of someone we say we love.

What is the corporate state, then?

It is the absence of people—of feelings and emotions—within a framework of systems designed for the specific benefit of the people. It is represented in the growth of government and industry, of society and the economy, to such monumental and complex proportions that personal options and alternatives are not only limited; they are often predetermined in spite of any conscious judgment or desire.

and they say the revolution is here...

that the system, at last, is yielding to the heart.

There was no conscious design to fix the operating "systems" beyond the reach of the people. There was no conspiratorial gathering convened to snuff the public or individual spirit. Yet, it seems to have happened. And it appears only now that we are beginning to believe what we have known all along: things don't just happen.

Very simply, we do not have to accept.

But the evidence that we have accepted is abundant. One more voice decrying the deterioration of our cities will neither cause them to crumble nor liberate their residents from daily dirt and suspicion. For that voice is, for the moment at least, academic, merely demonstrating a point. And the same point can be further demonstrated by the endless composition of systems—whatever their original intent—which encourage poverty, aggravate congestion, accelerate the waste of our natural resources and, taken collectively, serve only to mimic the hopes of civilization by intensifying its frustration.

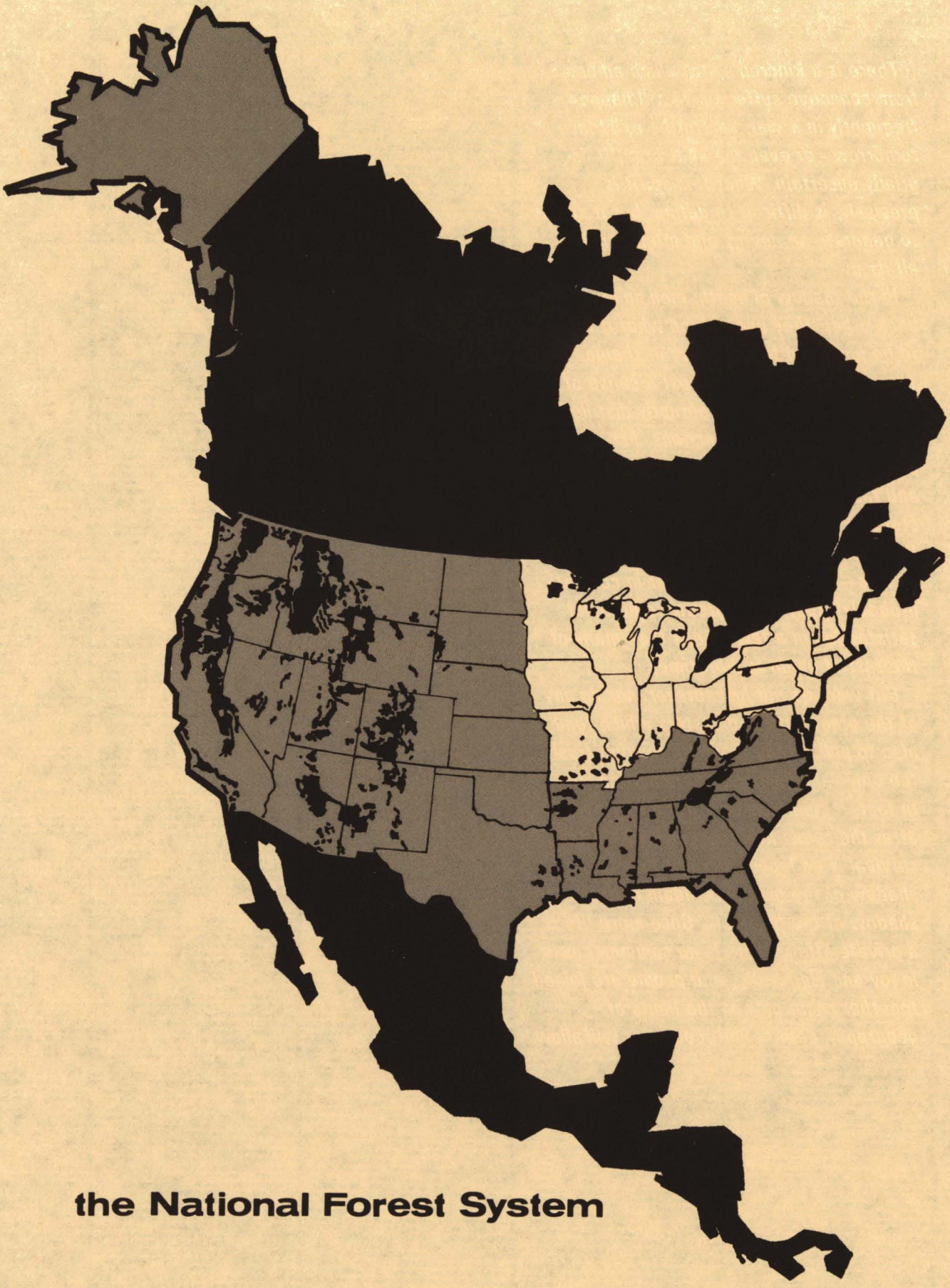
Somewhere in the darkness of passing fancy, we all whimper for recognition—sometimes in actual terror, fearing that we, too, may die alone, unnoticed.

"Sully," Photo by P. Freeman Heim

There is a kindred spirit which emerges from collective suffering. It will happen frequently in a war, where the existence of tomorrow—or even the next breath—is grimly uncertain. What this spirit is, precisely, is difficult to define, but it seems to generate an energy and intelligence all its own.

In the shadow of death, men do love each each other; they understand what it means to be hurt, and few men cry in shame. There is, surprisingly, almost a sense of peace and joy as life is abruptly distilled to its few elemental functions. For consciousness is again imbued with texture and taste and smell; the man does not stand in the way of the human being. Paradoxical as it may seem—unfortunate as it is—the frightened soldier in combat probably experiences greater emotional satisfaction in a few weeks than many of the rest of us do in a lifetime.

But wars do not last forever, nor do any of the great natural disasters which tend also to pull people together, making trust the only valid currency in circulation. In fact, it seems to take but a few hours after the cause has been secured—after survival is no longer urgent—that the shadow of the man once again exceeds the shadow of the humanity. Once more life is a private affair; there is no common cause in joy and well-being, and people are joined together again only as the limits of geography, politics and economics will allow.



the National Forest System

there is talk of a kindred spirit...

The 20-State Eastern Region of the U. S. Forest Service is contained in an area delineated generally by the States of Minnesota, Missouri, Maryland and Maine. A total of 17 National Forests comprise somewhat over 11 million acres of land—about six percent of the total land base (187 million acres) in the National Forest System.

In New Hampshire and Vermont, new crops of trees took hold almost immediately. What have since been described as the pioneer timber harvests of the 19th and early 20th Centuries—giving birth to such terms as timber baron, wood butcher and brush ape—occurred there, as well as in other parts of the country. But there is something in the ripe spring air of New England that makes the land smell like it's about to do something. And it usually does. In fact, the history of New England agriculture is a history of farmers stubbornly battling back the forests. Consequently, those cloistered mountain slopes and valleys needed little but time to heal the initial scars of nation building.

The remainder of the Region, however, was not so fortunate. Fire followed the loggers; farmers followed the fire, and the land—laid barren by the plow—sunk slowly into gullies, heaving ton after ton of topsoil to the discretion of prevailing winds and floodwaters. By no small measure, though it had taken better than half a century to occur, this was a natural disaster.

Coupled with the economic hardships of the Depression, this massive failure of the land prompted one of the greatest conservation efforts in the history of mankind. Certainly, the National Forest System in the Midwestern and Eastern United States did not emerge spontaneously at this time; a number of Forests, like the Superior (1910) in Minnesota, the White Mountain (1918) in New Hampshire, and the Allegheny (1923) in Pennsylvania, had been established some years earlier. Nonetheless, this remains a significant period for this Region of the Forest Service. For it was during this time that State Legislatures in Missouri, Illinois, Wisconsin, Indiana, Ohio, Michigan, and Vermont adopted the idea of reclaiming and managing marginal state lands under Federal ownership.

Subsequently, between 1933 and 1942, a virtual army of conservation workers took to the Forests of the Region and the nation under the banner of the Civilian Conservation Corps—at its highest level, embracing over 2,500 camps and half a million men. In addition to planting nearly a billion trees, this short-lived organization logged a cumulative total of over six million days fighting fires, treated 2.5 million acres of rangeland in insect and rodent control projects, built elaborate networks of hiking trails and campgrounds, patched up devastating erosion scars along streams and rivers and conducted extensive programs for wildlife habitat improvement.

World War II interrupted the conservation movement as the Nation pressed out of economic failure and moved swiftly to embrace another more demanding cause. Nonetheless, a foothold had been gained—both in the Forests themselves and in the lives of the men who had worked in the Forests. In retrospect now, it seems almost a sadness that we could not have stopped the clock on those closing days of the Depression—or, if not, that we did not have the vision to anticipate the America that would emerge from the world conflict, the most powerful Nation in history. For at that point in time, the environment was not only promising recovery; it was embraced in a management framework which—although not barring human error—would insure against reckless exploitation in the future. And it was an accomplishment to be claimed only in part by the powers of government. The land belonged to the people.

But there were many by-products of the war: an explosion in population, greater wealth, unprecedented technological progress, professional specialization, increasing complexity of both industrial and governmental organization—and the *private* determination of 140 million Americans never again to be ambushed by the economy. If this Nation has a penchant for business as usual, it has never been expressed with such singlemindedness as in the post-war years of the late forties and fifties. From U. S. Senator Joe McCarthy to the local high school janitor, security became the supreme national value.

Slowly, or perhaps not so slowly, the overlapping effects of these separate elements began to describe a "system," a national life style. Congestion not only increased in urban centers, it blossomed; suburbia was institutionalized, and the good fences which once served to make good neighbors were now being erected to enforce a strict observance of privacy. Today was just around the corner; it would be only a matter of time before police dogs replaced poodles, hand guns replaced sporting rifles and prime advertising for apartment buildings was the presence of a 24-hour security guard. Every man had his place and his business; and, as long as other men's business did not impinge on his personal liberty, he asked no questions.

Under the magic of this spell, bureaucracy flourished. Cabinets fostered the creation of Departments which, in turn, needed the support of endless Divisions, Branches, Sections, and Teams; and when problems continued to resist resolution, independent agencies were created to lengthen the shadow of specialized government even further.

This is neither to say that bureaucracy is innately evil, nor, as some have charged, that government is socializing the individual into oblivion. For, obviously, a Nation of over 200 million people has problems of administration that neither yield a profit nor abide part-time attention. In short, somebody has to watch the store. But just as Louis XIV once said, "I am the state," the temptation for even well-meaning bureaucrats to say, "I am the people," is all too frequently irresistible.

Throughout this period, the Forest Service continued to consolidate its management over lands secured during the Depression. Pursuing a 1905 directive from then Secretary of Agriculture James Wilson to Gifford Pinchot, first Chief of the Forest Service, programs were geared to provide the "greatest good of the greatest number in the long run."

However, it wasn't until the passage of the 1960 Multiple Use-Sustained Yield Act that this charter began to promise the same hope on the ground as it did on paper. For until this time, despite the myriad of other life systems which existed there, the Forests were viewed primarily as being comprised of timber. No deliberate efforts, certainly, were made to discourage or upset the ecological balance of the Forest environment; but this was, after all, a time of bringing back the trees.

With the 1960 legislation, the professional horizons of the Forest Service broadened significantly. An organization of foresters was, in almost a single stroke, transformed into an organization of soil and water scientists, fisheries and wildlife biologists, geologists, systems' analysts, landscape architects—and foresters. The new emphasis—really an elaboration and refinement of the old mission—officially designated the Forest Service as a steward of "Wood, Water, Forage, Recreation and Wildlife."

Under this system of management, important progress was made in many areas, some of which include:

—A highly sophisticated system of water quality monitoring was established in the one million-acre Boundary Waters Canoe Area on the Superior National Forest (Minnesota).

—A 150,000-acre wetlands improvement project was undertaken on the Chippewa National Forest (Minnesota) with plans for this program to serve as a prototype for several of the other northern Forests. Programs of this sort play an important role in protecting the ever-diminishing Mississippi Flyway, a primary travel route for migratory waterfowl, extending along a corridor from the Gulf of Mexico north to Alaska.

—In Michigan, on the Hiawatha National Forest, a combined timber-wildlife management effort was designed to perpetuate the feeding capacity of the 20,000-acre Whitefish River Deer Wintering Area on a sustained yield basis.

—With improved fire detection and suppression methods, the annual fire loss from 1960 to 1970 was maintained at about 6,500 acres a year, despite a tremendous upsurge in the amount of recreation use.

—Timber production over that same period rose from 99.3 to 158 million board-feet of sawtimber per year and from 675,000 to 700,000 cords of pulpwood per year—all on a sustained yield basis. Translated into products and employment, the total value of this ten-year harvest amounted to $775 million with over $10 million being returned to the states and counties where National Forests are located.

—Attempts to develop superior, faster growing, disease resistant trees were accelerated with the establishment of seed orchards on the Nicolet National Forest (Wisconsin), Allegheny National Forest (Pennsylvania), Monongahela National Forest (West Virginia), White Mountain National Forest (New Hampshire), Green Mountain National Forest (Vermont) and, a cooperative effort with the Southern Region of the Forest Service, the Ouachita National Forest (Arkansas).

—Through improved contracting provisions, it was demonstrated on the Wayne National Forest (Ohio), that although coal mining is a highly disruptive force in the environment, its effects needn't be permanent nor irreparable.

—Recreation area development increased in both quality and capacity in such places as Hardin Ridge on the Hoosier National Forest (Indiana), the Allegheny Reservoir on the Allegheny National Forest (Pennsylvania), and the Spruce Knob-Seneca Rocks National Recreation Area on the Monongahela National Forest (West Virginia).

—A variety of wildlife programs, involving such species as the eagle, fisher and wild turkey, succeeded in either stabilizing diminishing populations or reintroducing those that had been eliminated over the years.

Equally important, the Forest Service began to extend itself beyond the Forest horizon and into the cities, where most of the Nation's environmental problems originate:

—Researchers at the Forest Products Laboratory in Madison, Wisconsin, developed a number of designs and materials' utilization processes, which could make low-cost housing a reality.

—The Job Corps Program—offering academic and vocational training to disadvantaged young people—not only flourished for a time, but proved durable enough to survive a number of Federal cutbacks. In fact, some Centers, like Blackwell on the Nicolet National Forest (Wisconsin), actually became extensions of local schools through cooperative recruitment and placement agreements; and Nationwide, many of the teaching techniques developed in the Job Corps program were later adopted by a number of public school systems.

—Although not yet established, plans have been under study to create a program through which interested metropolitan areas could obtain technical and financial assistance to initiate urban forestry programs.

—Accompanying what has been described as "one of the most valuable" lead ore mining operations in the world, the tiny Ozark town of Viburnum, Missouri, has undertaken a program of urban planning geared to design a model community in anticipation of growth—rather than as a belated reaction to it.

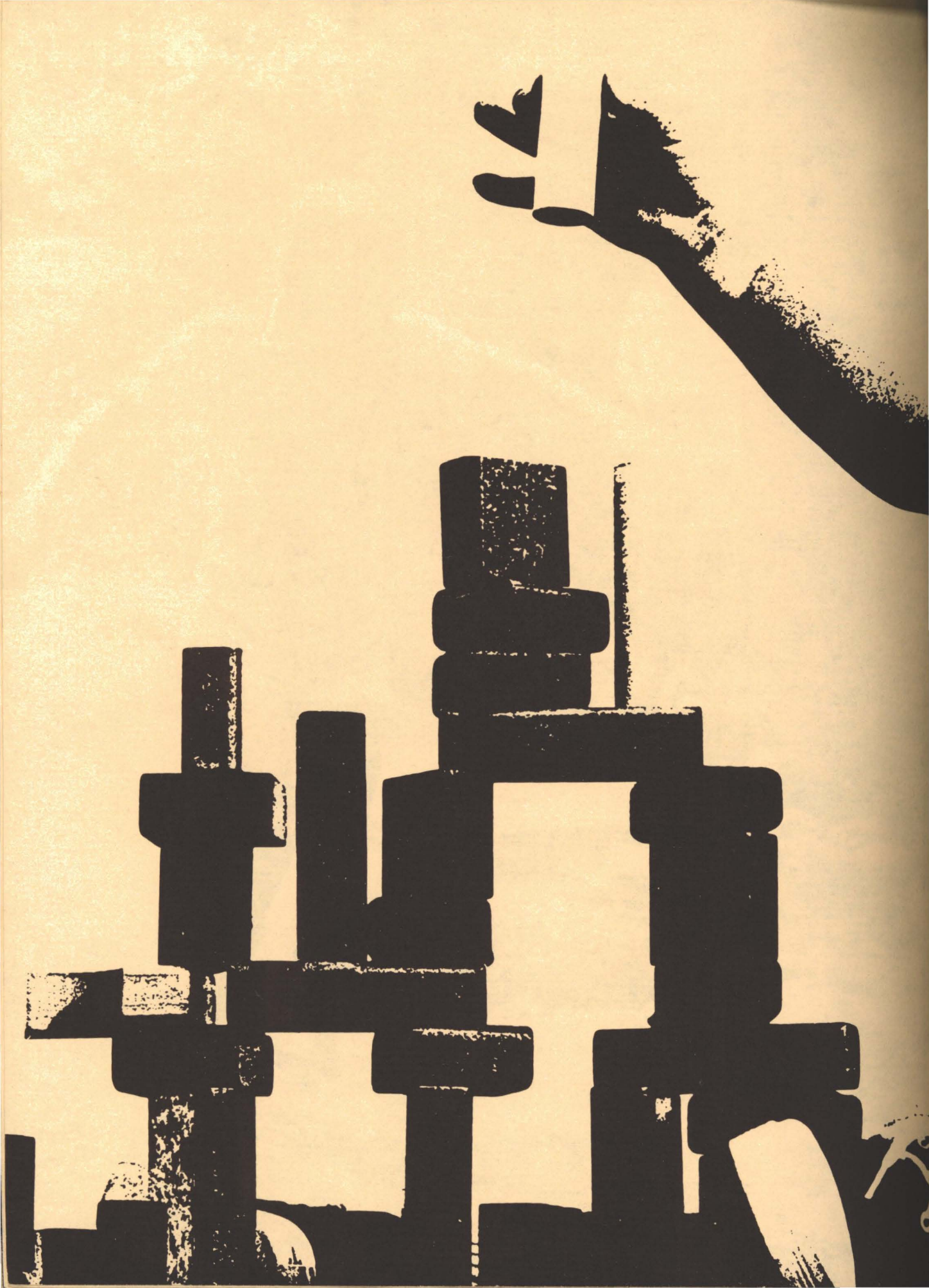
and celebration that we have arrived in the year of the people.

Scientifically, the last decade was an important one for conservation. But sadly, despite its promise, the moment of its arrival was ill-timed. At last the insulation was being torn away; increasingly, the Nation began to see the future of its private life being tied grimly and inextricably to the decisions that were being made in its public life. And in the shadows of racial unrest, student revolts and rapidly growing disillusionment with the war in Vietnam, public confidence was transformed into public outrage. Perhaps, as some have charged, this outrage was expressed only by a highly vocal minority; but if that is true, it was, indeed, a blessed dissent. For they have laid city hall open.

In the Eastern Region of the U. S. Forest Service, it happened on November 12, 1968. Charging "arbitrary and capricious" action, a Green Bay, Wisconsin, group brought suit against the Forest Service for alleged management failures in the Sylvania Recreation Area on the Ottawa National Forest (Michigan). Subsequently, the Forest Service was also named as a co-defendant in suits to prohibit mining in the Boundary Waters Canoe Area on the Superior National Forest (Minnesota) and to prohibit the extraction of coal along the Shavers' Fork River on the Monongahela National Forest (West Virginia).

The Sylvania case was eventually dismissed but not without recognizing both the value and necessity of continued public scrutiny; the mining actions remain unsettled. But these notes are important only in passing; the winning or the losing will have to be reconciled in the hearts of the men who fought the battles. For, exceeding all other considerations, we are witnessing the return of the kindred spirit. In the words of one popular writer-politician, "it is the year of the people."

LOVE



Times of change are hard times, indeed; for the way is often difficult, and hope is an impatient companion. Yet, even as change would appear both imminent and desirable, we cannot simply abandon the patterns of the past, pretending that monuments will arise spontaneously in their place.

The environmental crisis, as it is periodically termed, did not occur in a single stroke; nor has it been the product of a single dream or generation. For each new life, for each new idea, that struggles for recognition in our vast social fabric, our total relationship to each other becomes a little more delicately balanced. Before Henry Ford, we are told, there was great pride of craftsmanship in American industry; the product of a man's labor may have lacked perfection, but it was distinctively his own and the source of considerable satisfaction. The coming of the assembly line, however, altered that relationship between a man and his work significantly—and not necessarily for the better. Nonetheless, even those who inveigh against the spiritual void of mass production would be slow to cast away its benefits completely.

What remains, then, is not the obliteration of past forms, but their careful dismantling and reorganization. And herein lies a grave responsibility both for the innovators, as well as for those who would be satisfied maintaining the status quo. For, as we break away from traditional patterns, as we become a Nation of individuals once again—demanding more than security as the price of a vote—it becomes increasingly apparent that there is no single, best way. There are at least as many sides to a dream as there are people dreaming it—and, for better or for worse, our investment in the quality of life in this society is a mutual affair.

Consequently, we may choose or we may fail to choose; but, either way, we will have made a decision.

but hope is an impatient companion...

Had we been able to interpret the signs, we might have seen it coming as early as 1964. For in that year, increasingly concerned over the practice of clearcutting, the West Virginia State Legislature impaneled a committee to investigate timber management on the Monongahela National Forest. Unimpressed, except by its own science and technology, the Forest Service demonstrated its sound management judgment with little difficulty and was exonerated in a report issued by the committee in 1965.

The critics, however, were not satisfied, and by 1967, they called for another investigation. Subsequently, both the West Virginia State legislature and the Forest Service issued study reports, each of which advised of some shortcomings in current applications of clearcutting. Then, as at least one United States Senator was pressing hard for a moratorium on clearcutting there, the technological battle which had been waged with such futility was halted. On December 15, 1970, the Forest Service disclosed that it would, among other things: limit the size of clearcuts to 25 acres, unless previously submitted for public review; continue emphasis on harvesting and utilization research; and make provisions for the creation of a Monongahela National Forest Advisory Committee, comprised of interested citizens from a variety of backgrounds. At last, the people had won, but of far greater significance, they had done so without serious casualties. Neither the framework of sound resource management nor the men charged with its administration had been crippled in the long struggle.

Perhaps, there was even a strengthening effect. Since that time, a new position has been established at the Regional Office in Milwaukee to assist field units in the layout and administration of timber sales. Coordinating environmental guidelines through other resource disciplines and ensuring the enforcement of contract provisions by timber operators, this position has been designed to make timber sale administration the product of a total multiple use planning effort.

Reinforcing this stance is a timber sale currently underway on the Hiawatha National Forest in Michigan, where 90,000 cords of aspen, birch and balsam-fir are scheduled for harvest from 6,000 acres of land. For this sale, a comprehensive environmental study was conducted, taking into account the impact of the harvest on related natural and aesthetic resources, as well as exploring a variety of alternatives to the proposed sale. Subsequently, the results of this study were circulated for comment to over 30 interested parties, including a number of widely known conservation organizations, and a field trip was conducted to allow on-the-ground inspection of the sale area.

In this particular instance, the sale was endorsed, although admittedly with some reservations that were later resolved. For this Region of the Forest Service, it was a significant milestone; it was voluntary.

It is difficult to understand why it is that separate units of one institution will frequently react quite differently to fundamentally similar circumstances. The Superior National Forest, for example, is not only a Regional leader in creating meaningful public contact; its history is characterized by an on-going dialogue with outside interests—from the first Quetico-Superior Council established in 1926, through the subsequently established President's Quetico-Superior Committee, the Joint International Quetico-Superior Advisory Board and, in 1967, the Superior National Forest Multiple Use Advisory Committee.

and, like the first hesitant signs of spring...

The impact of this diligent pursuit of perspective was graphically demonstrated in 1969, when a portion of the Boundary Waters Canoe Area Portal Zone (outside the wilderness no-cut area) was designated for a timber sale. Contacts with the Advisory Committee, as well as a variety of interested parties not officially connected with National Forest Programs, revealed that the proposed timber sale was acceptable to most all concerned. However, after further study by Forest Service personnel, it was determined that any judicious application of environmental safeguards would have made the cost of the harvest prohibitive to local timber operators. Consequently, despite public acceptance of the sale in principle, it was discontinued.

Apparent contradictions notwithstanding, the principle of advisory committees is gaining rapid acceptance. Both the Superior and the White Mountain National Forests have impaneled standing committees; and the Ottawa and Monongahela National Forests are in the process of establishing them.

Even in the absence of formal bodies on all Forests, however, the public involvement process is not lacking for momentum. What was described as a "public listening session"—a term which is becoming more and more familiar to Forest administrators—was conducted last year on the Allegheny National Forest, when the 6,000-acre Beaver Meadows was under study for long-range management. After determining five alternative management programs—ranging from full multiple use to dominant use, favoring wildlife—the public was invited to discuss the various proposals and exchange ideas with Forest Service personnel. The result of these contacts was the adoption of a plan to set this area aside primarily for the development of waterfowl habitat. A formal plan of management is currently being prepared.

The 1,300-acre Silver Lake Recreation Area on the Green Mountain National Forest was initially designated for high density recreation development. However, public contacts obtained prior to implementing this plan, caused almost a complete reversal. The area has since been designated as non-motorized (except for snowmobiles), which means no vehicular traffic of any sort and no powerboats.

On the Huron-Manistee National Forest in Michigan, a major study has been underway since November 1969, involving possible entry of the Pere Marquette River into the National System of Scenic and Wild Rivers. In principle, at least, this program to preserve and protect our few remaining unspoiled waterways has been as widely accepted as motherhood itself. However, when private property rights become an issue—as they inevitably must—even motherhood can be dispatched with bewildering efficiency. To date, following an extensive series of public and semi-public meetings, a draft proposal recommending that some 66 miles of the river be included in the system, has been completed. Obviously, some problems are yet to be resolved—chief among them being the prospect of condemnation as a means for land acquisition—but, whatever the outcome, the public here will not find itself suddenly in the shadow of policy it had no opportunity to influence.

Some other important actions in the Region, involving a close working relationship with the public, include determinations of management options on the 16,000-acre Whites Creek Area on the Mark Twain National Forest and 15,000-acre Meadow Creek on the Monongahela National Forest. On the Wayne-Hoosier National Forest, with units located in Indiana and Ohio, exhaustive, voluntary public contacts accompanied recent boundary adjustments, involving the transfer of over 771,000 acres of land among Federal, state and local agencies; and on the White Mountain National Forest, a private proposal to extend development facilities onto National Forest land prompted a full environmental study, including a broad solicitation of public feeling.

Certainly, it would be impossible for any one agency or tract of land to fulfill all the demands of all the special interest groups; however, the fact that these diverse interests and needs exist at all is reason enough to give them serious consideration.

As a result, in addition to the 161 million board-feet of sawtimber and 760,000 cords of pulpwood harvested and $2.5 million received in mining operations in the Eastern Region last year:

—over 33,830 acres of land were seeded or replanted to new crops of trees, while another 7,611 acres were regenerated naturally.

—over 30,664 acres of land were set aside in special management zones (FY 1971), where commercial activities such as timber harvesting and mining were either severely restricted or eliminated altogether; and the 50,000-acre Presidential Mountain Range on the White Mountain National Forest was put under study for special protection.

—The endangered timber wolf gained official protection, when the Superior National Forest—one of the last strongholds of that wilderness animal—was closed to the taking of the wolf. Currently, a joint management plan is under discussion between the Forest Service and the Minnesota Department of Natural Resources.

—Special areas and protective management plans have been created for the Sandhill Crane in Upper Michigan and the Indiana Bat and Blind Cave Fish in Illinois (Shawnee National Forest).

—As a result of 1971 Cooperative Law Enforcement Legislation opportunities are being explored with local agencies to increase the law enforcement capacity of the Forest Service, assuring greater protection for visitors to the National Forests.

—The Forest Products Laboratory in Madison, Wisconsin, has advanced its research in the manufacture of fiber products from urban solid waste.

it should be embraced only with cautious affection.

—Efforts are underway to develop management guides for off-road motor vehicle use.

—Pollution abatement is under particular scrutiny with 154 sanitary system projects under study, 11 of which will be constructed during the current fiscal year at a cost of more then $1.2 million.

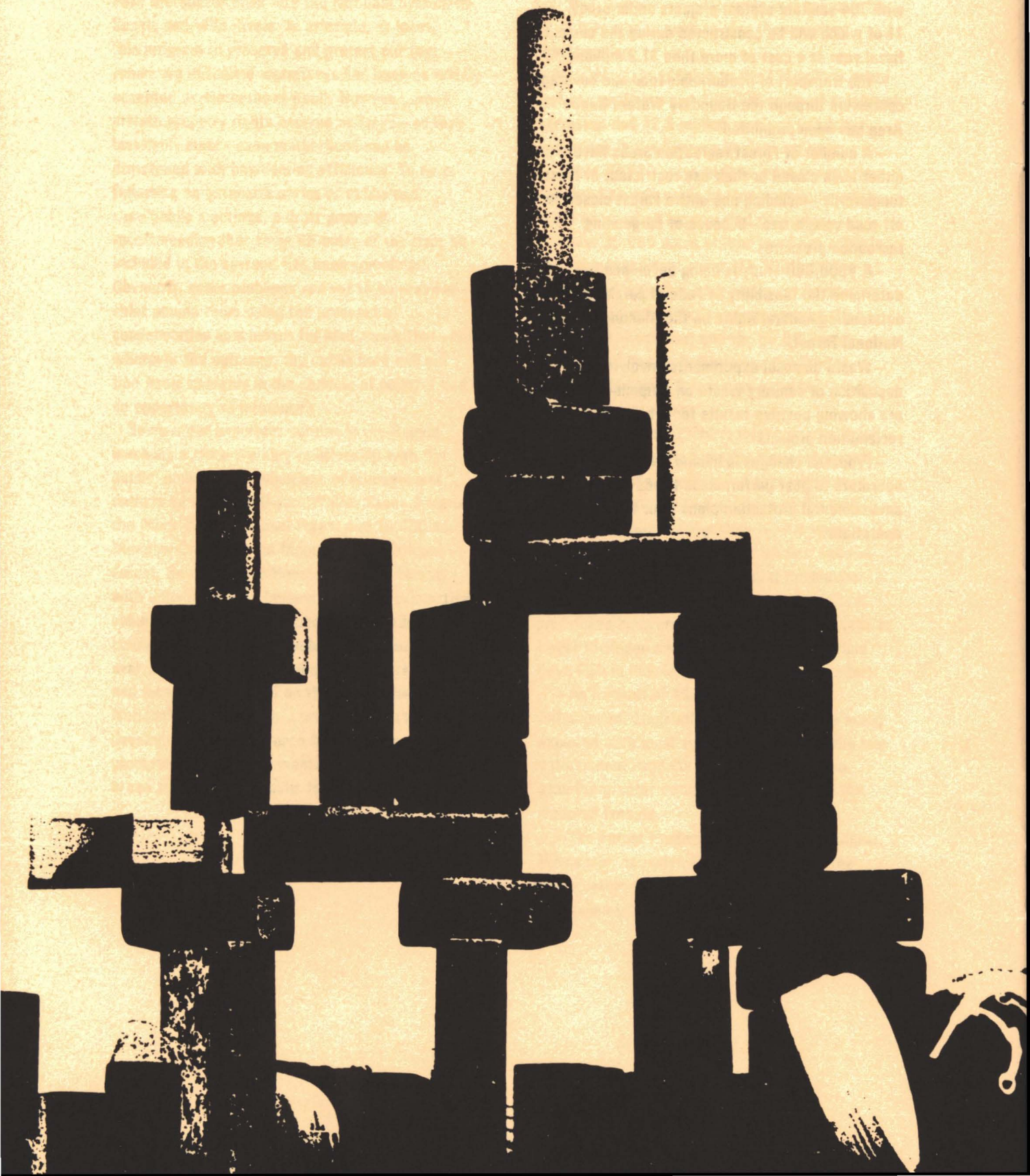
—The transport of nonburnable food and beverage containers through the Boundary Waters Canoe Area has been prohibited.

—A number of Forest recreation areas have either been closed or their use restricted, at least temporarily—including one entire Forest closed to off-road vehicle use—because of burgeoning recreation pressures.

—A $300,000 study is being developed to determine the feasibility of Federal purchase of outstanding mineral rights on the Monongahela National Forest.

—Waste disposal experiments, involving the deposition of sanitary waste on stripmined lands, are showing positive results for future use in reclamation projects.

—Proposed changes in mining laws would require operators to post performance bonds and furnish environmental protection plans prior to beginning operations.



Under whichever banner it proceeds, the environmental crusade which erupted into this decade is increasingly faced with the grim necessity of growing up. Sooner or later the bumper sticker war must subside, abandoning those who embraced the environmental cause as a means for escaping urban chaos and abandoning, as well, their incongruous comrades-in-arms who joined the struggle simply because their blood was hot and their tired imaginations yearned for action. For the salvation of life systems, apart from some corresponding salvation in the human community, cannot long endure as the substance of mutual interest.

We might, of course, simply enchant the fervor of the moment and demand legislation; but so often our interpretation and execution of laws reflect not our understanding of justice but our ignorance of the problems we are pretending to resolve. Indeed, if a new body of law becomes the final product of our efforts, we will accomplish little more than lulling each other to sleep, while the opposition gathers to contrive loopholes.

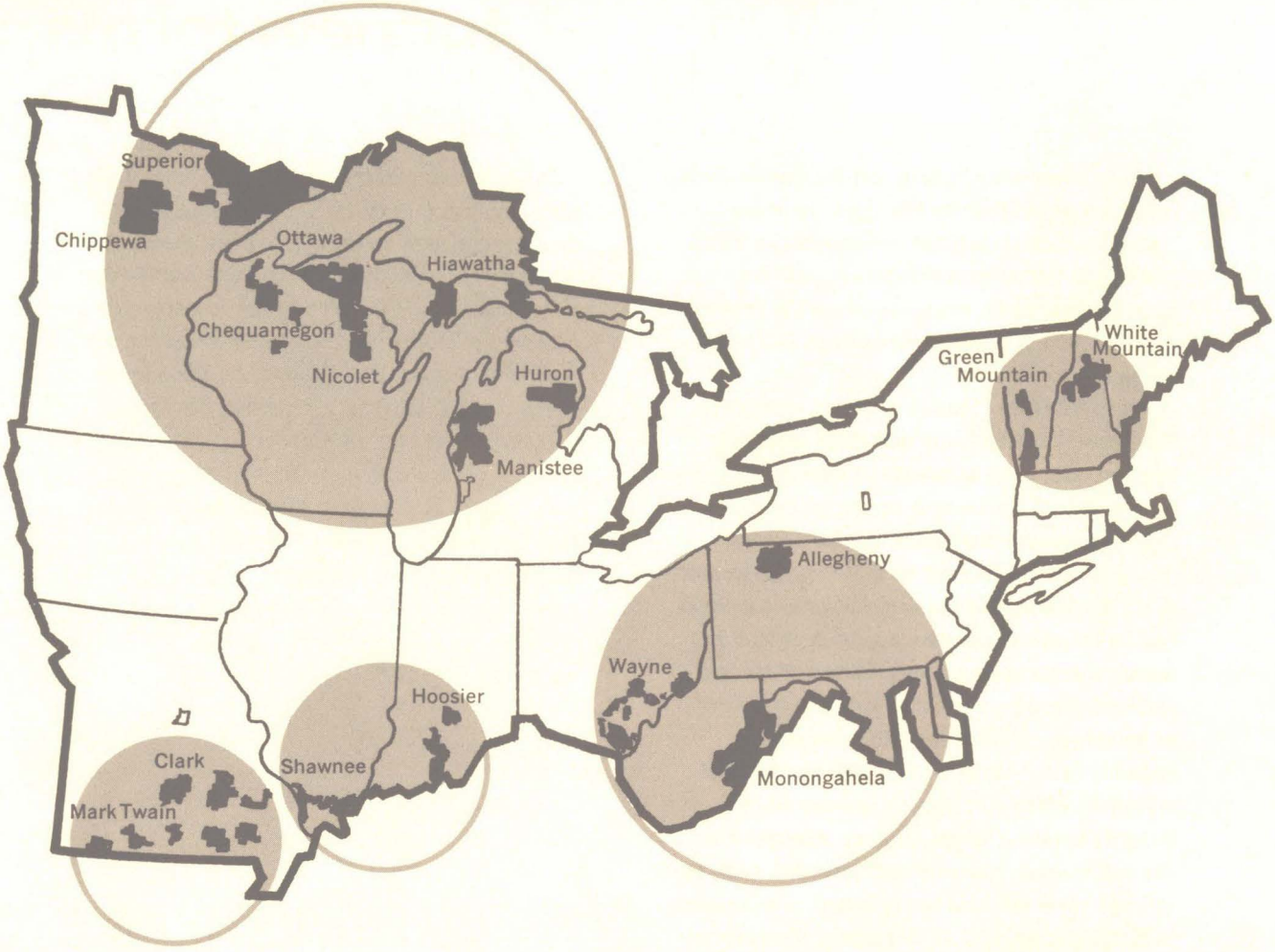
This movement, then, if it is not to be transformed into one more bit of passing nostalgia, must ultimately attempt something deeper than dirt. It must pursue its ends beyond forest boundaries and city limits into the human spirit itself—a considerable task to understand, let alone accomplish. But the sad fact remains; we've been standing on our heads for so long that we've forgotten—except in a very private way—that the world turns on its gut.

It was a long time coming, but the Environmental Policy Act of 1969—now the object of broad implementation throughout Government service—penetrated the bureaucratic structure like a whiplash. Not since women received the vote had the discretion of government been so thoroughly bruised.

The initial Forest Service response was casual, the official position being that there was little material difference between the new legislation and traditional operating procedures. Politely, this reaction was premature. For the two key points of the Act focused on demands for greater public involvement in the decision making process and for an interdisciplinary approach to land and resource management needs. Indeed, there is a profound difference between public involvement as an active, participating influence and the enduring Forest Service belief that professional objectivity alone was enough to maintain the integrity between sound resource management and public need. However well intended, such an attitude could not help but fall short of monitoring public sentiment and, consequently, threaten any meaningful communication between the Forest Service and the people it was empowered to serve. Similarly, there was little resemblance between the legislative demand for interdisciplinary team planning and the frequently uncoordinated efforts present under the multiple use system.

It was a bitter pill for the Forest Service. The elements of the Environmental Policy Act had been there all along—lacking only the proper definition and combination. But the swallowing proved therapeutic; for, as often happens, the introduction of an outside agent catalyzed an arrangement of parts that the parts themselves were not aware of. A new system of management emerged.

Unlike former systems contrived primarily from administrative boundaries and regulated through the formulation of separate functional plans, the new approach is derived from natural boundaries and administered according to the collective response of management teams to the needs of specific land units. Consequently, in some areas of the country, the new system may disregard Regional or even Forest boundaries, since its primary purpose is to maintain the integrity of management planning and execution over similar land forms as they relate to specific resource, social and economic situations.



In the Eastern Region, this concept has revealed five tentative planning areas:

PLANNING AREA	STATE	FOREST
New England	New Hampshire	White Mountain
	Maine	
	Vermont	Green Mountain
Appalachia	West Virginia	Monongahela
	Pennsylvania	Allegheny
	Ohio	Wayne
Midlands	Indiana	Hoosier
	Illinois	Shawnee
Ozark	Missouri	Clark
		Mark Twain
Lake States	Minnesota	Superior
		Chippewa
	Wisconsin	Nicolet
		Chequamegon
	Michigan	Ottawa
		Hiawatha
		Huron-Manistee

For each of these areas, a planning guide will be prepared by a five-man team, representing the several disciplines and three branches of the Forest Service (Research, National Forest Administration, and State and Private Forestry). Delineating general characteristics of the planning area, this guide will explore the relationships between existing resources, projected resource needs, population distribution and social and economic conditions. Each of the Forests, then—reorganized to implement the interdisciplinary team concept—will identify major congruous land units within the Forest boundary; and unit plans will be developed, modifying the area planning guide to meet specific resource needs. At either level, there will be opportunities for full public participation both in the initial determination of management objectives and in the review of draft plans before final decisions are reached.

According to current projections, it will take about ten years to implement the new planning system. However, in anticipation of that time, several reorganization pilot projects have been undertaken throughout the Region. Presently, they are operating on the Monongahela, Clark, Mark Twain, and Superior National Forests; and the first case history under this system is crystalizing around the 15,000-acre Meadow Creek Management Unit on the Monongahela.

Although not formally a part of these pilot studies, the White Mountain National Forest has been involved in extensive review and management planning in a remote but increasingly popular recreation area known as Waterville Valley. With the final environmental statement completed and ready for public review, the planning history of this area may well serve as a prototype for other Forests about to initiate the new system of interdisciplinary team planning and public involvement. Of course, the new concept has yet to prove itself on the ground or, for that matter, under extended public scrutiny; so, if there is reason to celebrate, we do so cautiously.

Short of any immediate results, however, there have been unexpected side effects from this forced review of operating procedures. And principal among them has been the discovery that the human condition comprises the real battleground for environmental quality—that no system on earth can compensate in efficiency for the depth and fulfillment of people responding to each other in full view and appreciation of their mutual frailty. Little does it matter that we make laws or design buildings, that we feed and clothe the poor, or even maintain clean air and water, if we fail, somewhere in these processes, to make ourselves both accessible and vulnerable to people we serve.

On the Ottawa National Forest, there is currently a pilot project in environmental education, which is attempting to translate this feeling into experience. Described in a brochure as the Environmental Idea Machine, the program is one of discovery and encounter, where participants are encouraged to respond to the environment and their mutual roles in it on a personal, emotional level. At the present time, this program is designed for elementary school children. However, plans are under study to make it applicable to in-Service training needs, as well as for outside groups seeking an opportunity to invest *personally* in environmental quality.

at the best a rebalancing of old relationships...

There is only a marginal chance that this program will resolve any stubborn environmental conflicts, but that is not its ultimate purpose. The first step is to realize that we are all part of the same environment and, whatever our background and livelihood, we do not exist in a vacuum. If the Environmental Idea Machine can lodge no more than this simple awareness into the emotional fabric of its audiences, the measure of its success will not be disappointing.

The Land Classification and Adjustment Game is a more sophisticated exercise which, when it is ready for public consumption, will serve much the same purpose. Nicknamed LACLAG, this computerized program was used initially as a training tool to familiarize Forest Service personnel with the conflicts involved in most land management situations. Under the rules of the game, a team of four to eight persons establishes and manages a National Forest unit over a period of about three days based on resource, economic, social and political data introduced at intervals by the computer.

Currently, the Forest Service is involved in a joint study with the University of Michigan to expand the capabilities of the LACLAG program. Included in the projected applications of the game are provisions to train interdisciplinary planning teams, familiarize other Forest Service personnel at several levels of competence with the various aspects of resource management, and to introduce a diverse range of public interest groups to the management situations which prompt specific responses from Forest Service administrators. Again, the primary purpose of the program is to reintroduce people as the common denominator of resource management and environmental quality.

Perhaps the most profound and far-reaching changes in traditional attitudes, however, have emerged simultaneously from the musty corners of Equal Employment Opportunity and Organizational Development. In fact, separate programs generated from these two areas might ultimately describe 1971 as the year motherhood developed teeth. For, with alarming simplicity, they have not only reduced inflexible management, institutional prejudice and a number of other organizational ills to the level of a personal problem; they have made their analysis stick.

The equations they have devised are equally simple:

> Management is a privilege in the service of human dignity.
>
> The only worthwhile difference between people is the fact that there are differences at all.

Photo by Larry Pierce, Charleston Gazette

must consist more in deliberation than simple victory.

The course chosen to make these equations operational, however, will not be so easy. Embracing the rapidly growing human potential movement, the units responsible for both Organizational Development and Equal Employment Opportunity hope to inaugurate a functional program of sensitivity workshops within the next two years. Still again, the idea is people – making them as responsive to each other as to the products of their mutual labor.

Precisely what this will do to traditional management relationships – or to our relationship with the public – is uncertain, but if, as they say, the revolution really is here, we would do well to make it a thing of joy and compassion. For all too frequently in the history of human aspiration, the unrelenting energy of the revolutionary spirit has transformed our most cherished dreams into memories of enduring shame.

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